OCCUPATIONAL GROUP: Health Services

CLASS FAMILY: Hospital and Health Services

CLASS FAMILY DESCRIPTION:

This family of positions includes those whose purpose is to provide and/or coordinate health services in a hospital setting in the state-owned and operated facilities.

CLASS TITLE: Hospital & Health Services Support Technician 1

DISTINGUISHING CHARACTERISTICS:

These positions perform work at a trainee/entry level providing a variety of health and human services, typically serving in a helper capacity working under the direction of and in consultation with a professional staff member. They perform basic nursing and personal care and/or basic therapeutic treatment. Work involves extensive client contact. Perform related work as required.

EXAMPLES OF WORK: (Any specific position in this class may not include all of the duties listed; nor do the examples listed cover all of the duties which may be assigned.)

- Performs basic medical monitoring, such as taking pulse, blood pressure, temperature; changing bandages; records information on charts.
- Records pertinent client information and maintains client's records.
- Transports or arranges transportation for clients to and from appointments, shopping, and errands.
- Instructs clients in cleaning, shopping, and food preparation in order that client may maintain a healthy home.
- Reports to and receives instructions from professional staff or physician.

KNOWLEDGE, SKILLS, AND ABILITIES:

- Knowledge of the benefits of proper health care.
- Knowledge of sanitation and personal hygiene.
- Ability to learn the procedures, rules, and methods of the area of work where assigned.
- Ability to report and record pertinent facts accurately.
- Ability to learn to promote services and encourage client participation.

MINIMUM QUALIFICATIONS:

Education: Must be able to pass a written test at the eighth grade level.

Experience: None

Education & Experience Substitution: None

Certificates, Licenses, Registrations: Certified as a Home Health Aide

CLASS TITLE: Hospital & Health Services Support Technician 2

DISTINGUISHING CHARACTERISTICS:

These positions perform work at the full-performance level providing a variety of health and human services, under the direction of and in consultation with a professional staff member. They perform basic nursing and personal care and/or basic therapeutic treatment. Work involves extensive client contact. Perform related work as required.

EXAMPLES OF WORK: (Any specific position in this class may not include all of the duties listed; nor do the examples listed cover all of the duties which may be assigned.)

- Provides required personal care and hygiene services for clients such as bathing, grooming, dressing, and feeding clients.
- Teaches clients basic skills for the development of daily living habits regarding cleanliness, personal hygiene, dressing, and eating skills, etc.
- Motivates and encourages clients to promote their treatment and development by engaging in on Oversees or participates in planned recreational and social programs.
- Observes records and reports clients' behavior, attitudes and physical condition and reports significant changes to proper staff.

KNOWLEDGE, SKILLS AND ABILITIES:

- Knowledge of the concepts of mental health, health disorders and related physical conditions and treatment approaches.
- Knowledge of simple nursing care, first-aid and personal and environmental hygiene.
- Knowledge of the policies and procedures of the department, facility or service entity.
- Ability to provide simple nursing care, personal care and hygiene.
- Ability to perform established treatment and programmatic activities.

MINIMUM QUALIFICATIONS:

Education: High school diploma or equivalent.

Experience: 1 year of full-time or equivalent part-time or volunteer experience in health

services.

Education & Experience Substitution: None **Certificates, Licenses, Registrations:** None

CLASS TITLE: Hospital & Health Services Coordinator

DISTINGUISHING CHARACTERISTICS:

These positions perform full performance supervisory work overseeing staff providing a variety of health and human services. They are working supervisors who make work assignments, review employees' work and compile reports, in addition to performing tasks similar to their employees. These positions may develop, evaluate and monitor treatment plans. They typically do not have budgetary responsibilities. Perform related work as required.

EXAMPLES OF WORK: (Any specific position in this class may not include all of the duties listed; nor do the examples listed cover all of the duties which may be assigned.)

- Performs duties that are similar or related to the work performed by subordinates.
- Makes work assignments to employees; reviews the work of subordinates to ensure accuracy.
- Inspects work areas to ensure that tasks are completed in a timely manner.
- Evaluates employees' performance; counsels employees and recommends corrective action.
- Answers inquiries from employees; relays information from management.
- Trains employees in proper work methods.

KNOWLEDGE, SKILLS AND ABILITIES:

- Knowledge of departmental procedures and policies.
- Ability to plan, assign, and coordinate the work of employees engaged in complex clerical work, field inspection work or skilled trades.
- Ability to make decisions based on governing laws and regulations and to explain policies to subordinates.
- Ability to make composite detailed reports based on individual reports of subordinates.
- Ability to maintain effective working relationships with fellow employees and the general public.

MINIMUM QUALIFICATIONS:

Education: High School diploma or equivalent.

Experience: 1 to 3 years of full-time or equivalent part-time paid experience in health services. **Education & Experience Substitution:** Course work from a regionally accredited college or university may be substituted for the required experience.

Certificates, Licenses, Registrations: None

CLASS TITLE: EEG/EKG Technician

DISTINGUISHING CHARACTERISTICS:

These positions perform work at the full-performance level preparing and operating an electroencephalograph (EEG) machine to measure and record brain waves and/or prepare and operate an electrocardiograph (EKG) machine to record the action of the heart muscles. Perform related work as required.

- Reads order from physician and determines specific test requirements.
- Explains test procedures to patients to secure their cooperation and to relieve their anxiety about the test.
- Positions patient and places electrodes/leads on appropriate parts of the body according to standard guidelines.

- Takes recording of brain waves/heart muscle activity.
- Records patient information, documents tracings, mounts tracing on patients charts, and forwards chart to physician.
- Calibrates machine.
- Maintains log of recordings and prepares billing.

- Knowledge of the basic operation and care of the EEG/EKG machines.
- Knowledge of the proper practices and procedures for conducting EEG/EKG tests.
- Knowledge of basic human anatomy.
- Ability to perform and process EEG/EKG tests.
- Ability to distinguish artifacts in the tracings.
- Ability to maintain effective working relationships with physicians and other hospital personnel.
- Ability to perform related clerical work, such as filing, billing, and posting to logs and charts.

MINIMUM QUALIFICATIONS:

Education: High school diploma or equivalent.

Experience: 1 to 2 years' experience in the operation of an EEG or EKG instrument.

Education & Experience Substitution: None Certificates, Licenses, Registrations: None

CLASS TITLE: Hospital & Health Services Technician

DISTINGUISHING CHARACTERISTICS:

These positions perform full-performance level paraprofessional work, assisting professional staff in the care, treatment, habilitation and rehabilitation of patients. They perform basic nursing and personal care and basic therapeutic treatment in the areas of physical or occupational therapy, recreational therapy and/or restorative therapy. They may implement and evaluate basic therapeutic treatment programs. These positions may serve as lead workers. Perform related work as required.

- Participates in treatment team meetings, records progress and manages documentation.
- Leads and performs required personal care and hygiene services such as bathing, grooming, dressing and feeding clients.
- Teaches clients basic skills of daily living habits such as cleanliness, personal hygiene, dressing, eating, etc.
- Provides training, role modeling and direction to assigned staff and clients; prepares work schedules and makes assignments.
- Oversees and participates in planned recreational and social programs.

- Provides basic nursing care such as taking temperature, blood pressure, and pulse; performs routine treatment and first-aid under the direction of a licensed practical nurse, registered nurse, or physician.
- Follows physicians' or therapists' direction in providing hands-on therapy or care in assigned area.

- Knowledge of simple nursing care, first-aid, personal and environmental hygiene.
- Knowledge of the policies and procedures of the department, facility or service entity.
- Ability to lead and train workers engaged in the care, treatment and rehabilitation of physically and mentally ill clients.
- Ability to provide basic nursing care, personal care and hygiene.
- Ability to perform established treatment and programmatic activities.
- Ability to teach clients eating, bathing, dressing, grooming and other self care skills.
- Ability to observe, record and report clients' behavior, attitude and physical condition.

MINIMUM QUALIFICATIONS:

Education: High school diploma or equivalent.

Experience: 1 to 3 years of full-time or equivalent part-time paid or volunteer experience in

health services.

Education & Experience Substitution: None Certificates, Licenses, Registrations: None

CLASS TITLE: Radiological Technician

DISTINGUISHING CHARACTERISTICS:

These positions perform full-performance level work preparing and operating radiographic equipment utilized to take general radiographs and fluoroscopic procedures. Work involves maintaining equipment, supplies, patient records and reports, as well as explaining exam procedures to patients. Perform related work as required.

- Takes x-rays when ordered by physicians, explains procedures to patient, positions patients anatomically for exam.
- Develops radiographs in darkroom and is responsible for the general over-all maintenance of darkroom.
- Schedules radiological procedures with patients. Explains special preparations to patients and medical personnel.
- Prepares radiographs for radiologist interpretation.
- Performs portable exams whenever necessary in the emergency room, intensive care unit, nursery, medical/surgical unit and the operating room.

• Responsible for daily performance of x-ray equipment and overall cleanliness of work area and to stock rooms with necessary supplies.

KNOWLEDGE, SKILLS AND ABILITIES:

- Knowledge of standard techniques utilized in the operation of radiographic equipment.
- Knowledge of the methods and techniques in the processing of radiographs.
- Knowledge of general and cross-sectional anatomy.
- Knowledge of medical terminology and lab values.
- Skills to use specialized equipment.
- Skills to position patient properly to obtain optimal results.
- Ability to maintain proper record and reports.

MINIMUM QUALIFICATIONS:

Education: N/A **Experience:** N/A

Education & Experience Substitution: N/A

Certificates, Licenses, Registrations: Radiology Technology License

CLASS TITLE: Radiological Technician Senior

DISTINGUISHING CHARACTERISTICS:

These positions perform advanced level work preparing and operating radiographic equipment utilized to take general radiographs and fluoroscopic procedures. They are responsible for specialized procedures such as C.A.T. scans, ultrasounds and mammography. Work involves maintaining equipment, supplies, patient records and reports, as well as explaining exam procedures to patients. Perform related work as required.

- Performs mammography which includes obtaining patient history, positioning patient for routine and specialized views of the breast, selecting the proper technical factors to obtain the best image possible.
- Assist radiologist or surgeon in performing needle biopsy. Processes film, cleans and reloads cassettes. Reviews and compares films with previous mammogram.
- Reviews the films and patient history with radiologist. Obtains additional specialized views if necessary.
- Operates C.A.T. Scanner which includes: Operates a computer and selects the appropriate factors for the suggested exam. Explains procedure to patient and obtains necessary authorization before performing the scan.
- Performs CT pelvimetry which includes positioning the patient. Obtains the necessary slices and measurements. Reviews films with radiologist.

- Takes x-rays when ordered by physicians, explaining procedures to patient, positioning
 patients anatomically for exam, selects technical factors on machine, insures proper and
 accurate exposures to patient and provides radiation protection to patient as well as
 technologist.
- Responsible for training entry level employees.

- Knowledge of standard techniques utilized in the operation of radiographic equipment.
- Knowledge of the methods and techniques in the processing of radiographs.
- Knowledge of general and cross-sectional anatomy.
- Knowledge of medical terminology and lab values.
- Knowledge of CT video film recorder which includes determining the optimal program parameters, entering exposure programs.
- Skills to use specialized equipment.
- Skills to position patient properly to obtain optimal results.
- Ability to maintain proper record and reports.

MINIMUM QUALIFICATIONS:

Education: N/A

Experience: 1 to 2 years of full-time or equivalent part-time paid experience in Radiology.

Education & Experience Substitution: N/A

Certificates, Licenses, Registrations: Licenses with the Board of Examiners for Radiologic

Technology.

CLASS TITLE: Radiological Coordinator

DISTINGUISHING CHARACTERISTICS:

These positions perform work at the advanced level, planning, supervising and directing subordinates and activities associated with the Radiological Health Program. They develop the budget, goals and objectives, related legislation, rules and policies. These positions are responsible for ensuring compliance of radiation producing devices with federal and state regulations. Perform related work as required.

- Performs mammography which includes obtaining patient history, positioning patient for routine and specialized views of the breast, selecting the proper technical factors to obtain the best image possible.
- Assist radiologist or surgeon in performing needle biopsy. Processes film, cleans and reloads cassettes. Reviews and compares films with previous mammogram.
- Reviews the films and patient history with radiologist. Obtains additional specialized views if necessary.

- Operates C.A.T. Scanner which includes: Operates a computer and selects the appropriate factors for the suggested exam. Explains procedure to patient and obtains necessary authorization before performing the scan.
- Performs CT pelvimetry which includes positioning the patient. Obtains the necessary slices and measurements. Reviews films with radiologist.
- Takes x-rays when ordered by physicians, explaining procedures to patient, positioning patients anatomically for exam, selects technical factors on machine, insures proper and accurate exposures to patient and provides radiation protection to patient as well as technologist.

- Knowledge of standard techniques utilized in the operation of radiographic equipment.
- Knowledge of the methods and techniques in the processing of radiographs.
- Knowledge of general and cross-sectional anatomy.
- Knowledge of medical terminology and lab values.
- Knowledge of CT video film recorder which includes determining the optimal program parameters, entering exposure programs.
- Skills to use specialized equipment.
- Skills to position patient properly to obtain optimal results.
- Ability to maintain proper record and reports.

MINIMUM QUALIFICATIONS:

Education: N/A

Experience: 2 to 3 years of full-time or equivalent part-time paid experience in Radiology.

Education & Experience Substitution: N/A

Certificates, Licenses, Registrations: License with the Board of Examiners for Radiologic

Technology

CLASS TITLE: Therapeutic Program Manager

DISTINGUISHING CHARACTERISTICS:

These positions perform advanced compliance work, developing and overseeing therapeutic client services. These positions direct the work of multi-disciplinary treatment units such as, psychiatric or physical rehabilitation, recreation, arts therapy and occupational therapy. These positions have supervisory responsibilities, but do not have budget responsibilities. Perform related work as required.

- Develops and implements specific treatment for patients.
- Oversees the work of the treatment unit; meets with subordinates to evaluate the effectiveness of methods.

- Researches new techniques and resources in rehabilitation or patient care; adopt new methods if the physical and/or behavioral results are positive.
- Meets with the directors of other departments to ensure that patient treatment is consistent with the patient's individualized treatment plan.
- Schedules the work for the units on a weekly basis to ensure that the daily program activities and goals are met for all patients.
- Develops policies and procedures as necessary for the Therapeutic Programming Department to meet state licensure and accreditation requirements.
- Provides training for all program staff and coordinates on-going in-service training for all employees involved in therapeutic programming.
- Attends daily, weekly and monthly administrative meetings and advises staff of all changes in policies and procedures.

- Knowledge of rehabilitative therapy techniques and philosophies.
- Knowledge of federal and state laws, regulations and policies related to the area of assignment
- Knowledge of program design and evaluation.
- Knowledge of sheltered workshops, recreational programs, social services, vocational training or other programs related to the area of assignment.
- Ability to conduct programs and keep everyone on task.

MINIMUM QUALIFICATIONS:

Education: Master's degree from a regionally accredited college or university in health services.

Experience: 2 to 3 years of full-time or equivalent part-time paid professional experience in program design and evaluation in health services.

Education & Experience Substitution: Bachelor's degree from a regionally accredited college or university in health services and 1 to 2 years additional experience in health services.

Certificates, Licenses, Registrations: None

CLASS TITLE: Hospital and Health Services Program Manager

DISTINGUISHING CHARACTERISTICS:

These positions, at the advanced level, perform complex administrative and professional work. They are responsible for planning, policy development, direction, coordination and administration of the operation of a major program component in the area of health or human services. They have supervisory responsibilities and may have budgetary responsibilities. Perform related work as required.

- Supervises professional, technical and clerical staff; make assignments and reviews and approves plans of operation.
- Provides administrative and program direction; enforces agency objectives, policies and procedures.
- Responsible for management of recruitment/selection process, staff development, disciplinary matters, and other related actions in assigned area.
- Responsible for developing collaborative efforts among health or human services agencies.
- Performs research and analysis of legislation, work activities or other issues to develop policies, standards and procedures.
- Monitors and evaluates program administration, and the delivery to services to clients.
- Provides technical consultation and policy interpretation to staff, supervisor, public officials, and advocacy groups.
- Plans and implements programs for the training of professional, technical and clerical staff.

- Knowledge of federal and state statutes, regulations and program standards in the area of assignment.
- Knowledge of the objectives of the program area, its procedures, policies and guidelines and their relationship to the rest of the department and other entities.
- Skills in supervising professional and clerical staff, making assignments and reviewing plans of operation.
- Ability to plan and coordinate work, plan and project budgetary needs, and organize work and projects.
- Ability to present ideas effectively, both orally and in writing.
- Ability to analyze facts and apply them to the management of the area of assignment.

MINIMUM QUALIFICATIONS:

Education: Bachelor's degree from a regionally accredited college or university in health services.

Experience: 2 to 3 years of full-time or equivalent part-time paid experience related to health services, one of which must have been in program administration.

Education & Experience Substitution: Master's degree from an accredited college or university in health services and 1 year of full-time or equivalent part-time paid experience in health services.

Certificates, Licenses, Registrations: None

CLASS TITLE: Hospital and Health Services Director

DISTINGUISHING CHARACTERISTICS:

These positions perform complex administrative work directing the non-medical operations of a state medical facility. Work involves operating the institution within all applicable regulations,

policies and guidelines, as well any state, federal, or accreditation agency regulations. These positions have wide latitude of authority to structure and monitor work in the facility. They have supervisory responsibilities and are responsible for setting, controlling and monitoring a budget. Perform related work as required.

EXAMPLES OF WORK: (Any specific position in this class may not include all of the duties listed; nor do the examples listed cover all of the duties which may be assigned.)

- Oversees the work of both professional and non-professional staff.
- Compiles and analyzes information and statistics concerning programs.
- Advises agency on policy and program changes and trends.
- Approves the hiring, firing and promotion of staff; oversees contract negotiations for services, supplies, and temporary staff.
- Participates in and encourages community involvement; represents the program before boards, in hearings and in media.

KNOWLEDGE, SKILLS AND ABILITIES:

- Knowledge of the principles and practices of public, and business.
- Knowledge of the principles and practices of modern personnel administration.
- Knowledge of the health care trends.
- Ability to analyze facts and situations.
- Ability to solve problems with the public and employees.

MINIMUM QUALIFICATIONS:

Education: Bachelor's degree from a regionally accredited college or university.

Experience: 3 to 4 years of full-time or equivalent part-time paid employment related to health services, 2 years of which must have been in a supervisory or managerial capacity.

Education & Experience Substitution: Master's degree from an accredited college or university in health services and 2 years of full-time or equivalent part-time paid experience in health services.

Certificates, Licenses, Registrations: None

CLASS TITLE: Hospital and Health Services Administrator

DISTINGUISHING CHARACTERISTICS:

These positions perform complex administrative work directing the non-medical operations of a state medical facility. They direct the administration of an acute care hospital or, in the Bureau for Behavioral Health, they assist the Behavioral Health and Health Facilities Commissioner in the operational needs of the Bureau by meeting with legislators, the media, department heads and other agencies, having direct supervision of the Human Resource Department and Monitoring Division. Work involves operating the institution within all applicable regulations, policies and guidelines, as well any state, federal, or accreditation agency regulations. These positions have wide latitude of authority to structure and monitor work in the facility. They have supervisory

responsibilities and are responsible for setting, controlling and monitoring a budget. Perform related work as required.

EXAMPLES OF WORK: (Any specific position in this class may not include all of the duties listed; nor do the examples listed cover all of the duties which may be assigned.)

- Develops long and short term goals and objectives and planning strategies.
- Develops policies and procedures to ensure compliance with state and federal regulations.
- Develops fiscal budget and directs administrative staff in fiscal planning and budget management efforts.
- Provides direction and guidance to subordinate managers in operation of area of responsibility.
- Assumes accountability for financial management of assigned area, to include budget and volume projections and collection of financial data.
- Develops marketing plan to include all negotiations and alternative delivery systems for products to be offered, markets to be targeted, commitment of capital, dollars, personnel and pricing.
- Participates in various activities and serves on standing and ad-hoc committees.

KNOWLEDGE, SKILLS, AND ABILITIES:

- Knowledge of policies and regulations.
- Knowledge of state and federal laws.
- Knowledge of finance, statistics, economics and budgeting processes.
- Ability to develop short and long-range organizational goals and objectives.
- Ability to supervise a large staff of administrative and professional employees.

MINIMUM QUALIFICATIONS:

Education: Bachelor's degree from a regionally accredited college or university.

Experience: 3 to 5 years of full-time or equivalent part-time paid employment in health services of which at least 2 years were in a management capacity.

Education & Experience Substitution: None Certificates, Licenses, Registrations: None

CLASS TITLE: Hospital and Health Services Director Senior

DISTINGUISHING CHARACTERISTICS:

This position is the Deputy Commissioner for Bureau for Behavioral Health and Health Facilities and oversees the state-owned-and-operated health care facilities. This position assists the BHHF Commissioner in the operational needs of the Bureau in a capacity designated by the Commissioner. This position sets, controls and monitors a budget. Perform related work as required.

EXAMPLES OF WORK: (Any specific position in this class may not include all of the duties listed; nor do the examples listed cover all of the duties which may be assigned.)

- Oversees the development of administrative policies and procedures for the missions and functions in the area of assignment; assures the effective and efficient integration of these policies throughout the bureau.
- Monitors and evaluates policies, programs, and procedures throughout the bureau and recommends modifications to improve efficiency and effectiveness of program operations.
- Advises the Bureau Commissioner on administrative functions and program mission.
- Assists in the development of the bureau budget; assists with the presentation of the budget; oversees the execution of the budget throughout the fiscal year.
- Assists in the development and evaluation of legislative proposals, assists in maintaining effective liaison with legislative officials.
- Coordinates the development and implementation of new programs, policies and procedures.
- Advises the Bureau Commissioner on major initiatives in program and mission areas of the bureau.

KNOWLEDGE, SKILLS AND ABILITIES:

- Knowledge of federal and state laws, and regulations relating to the programs, missions and policies of the bureau or department.
- Knowledge of current developments and initiatives in the program and mission fields of the bureau.
- Knowledge of the organization and operation of state government, with particular emphasis in the area of executive budget preparation and execution.
- Ability to evaluate the efficiency and effectiveness of administrative programs; to oversee the development and implementation of program improvements.
- Ability to analyze complex fiscal and operational data in the area of assignment.
- Ability to interact and effectively negotiate with other state officials, legislative officials, and advocacy groups.

MINIMUM QUALIFICATIONS:

Education: Bachelor's degree from a regionally accredited college or university.

Experience: 8 to 10 years of full-time or equivalent part-time professional administrative

experience in health services.

Education & Experience Substitution: None Certificates, Licenses, Registrations: None

CLASS TITLE: Hospital and Health Services Executive Director

DISTINGUISHING CHARACTERISTICS:

This position is the Commissioner for the Bureau for Behavioral Health and Health Facilities. Responsibilities include: being the Single State Authority for the mental health system and the substance abuse system in the state of WV, developing and approving policy for this system, meeting federal and state legal /policy/political mandates and policy development and implementation of community behavioral health programs. This position is responsible for legal oversight, developing legislation and rules, court orders and related documents and providing testimonies. This position sets, controls and monitors a budget. Perform related work as required.

EXAMPLES OF WORK: (Any specific position in this class may not include all of the duties listed; nor do the examples listed cover all of the duties which may be assigned.)

- Directs the work of managers, professional, technical and clerical staff; makes assignments, conducts staff meetings, review and approves plans of operation.
- Develops, plans, evaluates and implements complex statewide health and human services program through managers and program administrators.
- Directs the development of office standards, policies and procedures.
- Oversees the compliance of office programs with state and federal rules, policies and standards.
- Directs the preparation and execution of the bureau budget; plans and presents budget requests as required.
- Serves in a primary liaison role with national, state and local agencies, advocacy groups, educational institutions, clients and service providers.
- Oversees the monitoring and evaluation of program administration and the delivery of services to clients.
- Provides technical consultation and policy interpretation to subordinates, supervisor, public officials and advocacy groups.

KNOWLEDGE, SKILLS AND ABILITIES:

- Knowledge of the theories, principles and techniques of the area of assignment.
- Knowledge of federal and state statutes, regulations and program standards in the area of assignment.
- Knowledge of state and federal fiscal regulation, policies and procedures
- Ability to develop, plan, coordinate and evaluate statewide health and human services programs in the area of assignment.
- Ability to direct the preparation and execution of large and complex office budgets.
- Ability to establish program standards and control, monitor and evaluate program administration and the delivery of services to clients.
- Ability to provide technical consultation and policy interpretation in the area of assignment.

MINIMUM QUALIFICATIONS:

Education: Bachelor's degree from a regionally accredited college or university.

Experience: 7 to 9 years of full-time or equivalent part-time paid experience related to health services, 3 to 4 years of which must have been in a program administration.

Education & Experience Substitution: Master's degree from a regionally accredited college or university may substitute for the experience on a year-for-year basis. **Certificates, Licenses, Registrations:** None

